

stenographer again referred to, Mabel Kincer, is a most valuable and amiable girl—studious, trustworthy, and loyal to our company. I am sorry to say she has broken her agreement with yours truly, and informs me to my sorrow and disappointment, that she has agreed to take upon herself another rib, a protector and supporter in male attire, and expects to leave our employment about possibly in June of this year, 1918—all depending upon the call the war will make upon her intended.

#### THE SUPERINTENDENT'S OFFICE.

Cnt No. 208 shows the Superintendent's office, first floor. The person shown at the left started with the business and grew up with it for 31 or 32 years. The younger man back in the corner was his assistant at the time this was taken, which was in the year 1909. All orders for machinery and repairs emanated from this office. Neither of these personages are now in our employment and have not been for the past three years—they have been supplanted by a different and later system which has shown more progress by several hundred per cent.

Edward H. Frickey, our superintendent for over 30 years, beginning (now 1918) to show his age, remarked to the writer five or six weeks ago: "Williams, in your seventy-second year, you have me beaten at least 20 years." This is not bragging, it is only stating facts, and I cannot be too thankful to my Creator and to my parents, God bless them! my mother died in her eighty-sixth year, my father in his ninety-fourth year, both born and bred in the rural districts and having lived lives of virtue, and not brought up under the strain which wrecked men's souls—that of a business being too strenuous. But Father Williams thanks God again for the faculty of throwing off any mental strain—always feeling that at the end of each day he has come out ahead of the game, and lets the other fellow worry; always trying to treat his fellowmen in an upright manner. When occasion requires, telling them plainly what they should do and how they should do

it, calling them down when necessary, but not heaping coals of fire upon their heads, but teaching them the plain truth to make them ashamed of themselves—which I have frequently done in bringing order out of chaos.

#### MANUFACTURING MANAGEMENT.

In the management of the output of crushing and grinding machines and their appurtenances, this coming first of January, 1919, will record the manufacturing management under one Wm. M. Davidson. In previous years, or for a number of years, this management was under the supervision of one Geo. Kroening, who had grown up from our apprentice boy, but whom I never considered a good man for the place, and he was superseded by Wm. M. Davidson. However, before Geo. Kroening's time as output manager, we had one Hal Frickey, who was a brother of Edw. H. Frickey, who was, to use a common phrase, "a cracker-jack." Under Hal Frickey's management, we prospered. He was a studious worker, a hard worker, a splendid mechanic, and had good command of men. He was much more rigid in the handling of men than his brother Ed, and the company has to regret the evening which I discovered that Hal Frickey had tuberculosis and was compelled to leave this climate by the advice of a doctor, whom I took him to—a pathologist doctor, who said to Hal Frickey in my presence: "Young man, one lung is gone." Hal immediately went to Albuquerque, N. M., and has remained there ever since, and is getting along fairly well in that climate.

#### MANAGEMENT UNDER THE AUSPICES OF WM. M. DAVIDSON.

Previous to Davidson's administration now for the past year (1918) as production manager, he was our trouble man on the road. For fully 16 years, he brought the answer with decorum and propriety. I saw fit to send him West up to the Pacific Coast, and between here and the Pacific Northwest he had to visit several alfalfa plants to get them straightened out. At that time we were new in the grinding